

**JULIO AVAEL**  
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## **EDUCATION**

- ◆ Master of Public Administration- Nova University - 1982
- ◆ Bachelor of Science Degree-Criminal Justice-Florida International University - 1973
- ◆ Senior Executive Program in Public Administration- Harvard University - 1981
- ◆ State Certified Public Manager Diploma– Florida State University - 2005
- ◆ Florida International University Academy for Strategic Management Certificate – 2003
- ◆ International City Managers' Association Credentialed – 2006

## **EXPERIENCE**

- **Avael and Associates Consulting Firm- 2008 to present.** I established my consulting firm in early 2008 after retiring from the City of Key West.

### **CITY OF KEY WEST- CITY MANAGER- 1996 to 2007. Retired November 30, 2007.**

- The City of Key West is a commission/manager form of government with a population of 26,000, plus as many as 40,000 tourists daily during the tourist season. Responsibilities include the management of a full service city including the operations and management of the following departments: Emergency Operation Center director 1996 to present; Historic Sea Port, Garrison Bight port operations, fire, police, public works, transportation, finance, human resources, utilities, parks and recreation, information technology, local redevelopment authority, planning, building services, training and engineering services. Staff members total 490 and the city's budget is \$143 million; general revenue is \$38 million.

## **ACHIEVEMENTS**

### **City Managers Office**

- The City Manager received an approval rating of over 90% in the city's citywide statistically valid survey 2005.
- Overall City Hall got marks for being courteous (over 95%) 2005.
- Received accolades from the community and mayor for accomplishments in preparing the city for hurricanes and cleaning the city in record time to continue citywide festivities that bring as many as 65,000 revelers to the island during a week-long celebration.
- Rolled back or maintained the city's millage during the greater part of my tenure and maintained balanced budgets; Ad Valorem property tax rates have steadily decreased. FY06 budget reflects 2.0 mills; FY07 reflects 2.30 mills. The average cable bill is lower than the average City property tax.
- Lead a city team that acquired 32.9 acres of Navy property at no cost to the city, worth over \$180 million. Newspapers reported "...that it was the most important land acquisition in years."
- Lead a city team that acquired 21.6 acres and 244 apartments from the Navy worth over \$50 million at a cost of \$16.1 million.
- Increased cruise ship revenues by nearly \$5,000,000 or 222% during my tenure. Increased passenger purchasing power by \$45,000,000 (NOAA Survey) or \$90, million (Price Waterhouse).
- Negotiated Police, Fire and Teamsters union contacts accepted by the city commission and community on three occasions with each union.
  - Established and held thirteen citywide summits involving over 300 residents, businesses

- and commissioners in addressing citywide issues and concerns.
- Established a citywide fourteen-week citizen Ambassadors Academy program that informs residents about the administration of the city. Academy graduates now participate in citywide projects and programs and the article was published by the ICMA PM magazine.
- Instituted the citizen police academy.
- Established the first city team-building teams with the police department while acting as police chief over a six-month period.
- Initiated the first ever strategic planning program and city business plan, paralleling the Sterling Award process criteria.
- Established a comprehensive and award winning internet technology computer pc and laptop training program.
- Established self-managing teams.

**DOUGLAS COUNTY, NEVADA- COUNTY MANAGER- 1993 to 1996.**

- Douglas County is a commission/manager form of government. I was responsible for the management of a full service county comprised of 36,000 population, including Lake Tahoe in Northwest Nevada. County staff totaled 428 employees and a \$70 million budget. Major departments included public works, community development, human resources, department of the comptroller, communications and emergency services, information systems, parks and recreation, airport and human services. Additionally, established partnerships with the constitutional officers.

**ACHIEVEMENTS**

- Balanced the FY 94 & FY 95 budgets that were reflecting \$3.9 and \$2.4 million deficits, respectively.
- Involved the community in the rightsizing of county government.
- Initiated the Master Plan process in the planning dept. and established protocol procedures for the Planning and Board of County Commissioners.
- Streamlined the Public Works Dept.
- Initiated Team Building, TQM customer services programs, performance measurements and benchmark training programs.
- Established public works, public safety, judicial and general government citizen committees. The committees evaluated, assessed and monitored the county's performance and made recommendations to the county manager and commissioners.
- Achieved the first ever seven national awards for the county from the National Association of Counties.

**FLORIDA INNOVATIONS GROUP-ASSOCIATE - 1993.**

- The Innovation Group. Inc. is a 501(c)(3) not-for-profit organization provides information services, product evaluation opportunities and networking programs for cities, counties and private corporations.

**LEE COUNTY FLORIDA DEPUTY AND COUNTY ADMINISTRATOR - 1991 to 1993.**

- Responsible for the management of a full service county 370,000 population located in Southwest Florida. Managed \$973 million budget and 2,069 employees. Responsible for a wide range of departments: Office of management and budget, human resources,

transportation, public safety, community development, economic development, growth management, human services, utilities, solid waste and the office of equal opportunity.

#### **ACHIEVEMENTS**

- Eliminated an \$18 million budget deficit in FY91 and over \$40 million over three years.
- Streamlined operations by eliminating 150 positions, adversely affecting only six employees and presenting balance budgets through 1994.
- Established a fiscal officers' task force and succeeded in bringing together fiscal officers representing 70 department heads and supervisors; improved fiscal accountability of the fiscal officers, purchasing agents, accountants and budget officers.
- Established a competitive bid process that potentially saved Lee County \$15,364,000 in FY 93.
- Established the small business development center for minority entrepreneurs.
- Streamlined contract procedures involving the building department. Decreased turnaround time for approved purchase orders by as many as eight weeks.
- Achieved thirteen National Association of Counties (NACo) awards in FY 92.
- Together with a constitutional officer, corrected a two-year geographic information systems networking problem that interfaced with the utilization of the land use mapping computer programs and the criminal justice computer operations (CJIS).

#### **LEE COUNTY FLORIDA DEPARTMENT OF HUMAN SERVICES DIRECTOR- 1985 to 1991.**

- Managed and supervised Lee County Human Services, Divisions of Social Services which comprised a 110-bed nursing home, community improvement, housing, children's home and veteran's services divisions. Managed the public health unit and mental health contracts. Also, I assisted the Federal Department of Health and Human Services review and recommend funding to national children and youth programs on a yearly basis in Washington, DC. The Lee County Human Services Department's budget: \$13 million; 160 staff.

#### **ACHIEVEMENTS**

- Human Services received more NACo awards during my tenure than all county departments combined.
- Eliminated a 30-year nursing home budget, which operated in the red (\$900,000 in FY 85).
- Assisted the nursing home in achieving (7) seven unprecedented consecutive superior ratings.
- Established the first (award winning) systematic county contracting and monitoring program.
- Increased the department's revenues by contracting with federal and state agencies and utilizing grants. Reduced the department's budget by approximately 54%.
- Established the first therapeutic program at the children's home; defrayed over 50% of the operating cost and increased revenues.
- Established an internal computer verification Medicaid procedure that identified state billing errors ranging 15% to 20% of the total billings. Savings to county: over \$1 million.
- Established a customer-driven coalition comprised of over 300 provider agencies.
- Established the Affordable Housing Task Force; the Homeless Coalition; the Emergency Food and Shelter (FEMA) Board; Social Services Clearing House.

**FLORIDA DEPARTMENT OF HEALTH AND REHABILITATIVE SERVICES (HRS)  
ECONOMIC SERVICES PROGRAM ANALYST/SUPERVISOR- 1983 to 1985.**

- Managed economic program services in a ten countywide district area. Population consisted of approximately 1.1 million; prepared a program budget nearly \$50 million; prepared the economic strategic plan for the district and had programmatic responsibility for 400 staff.

**ACHIEVEMENTS**

- Lowered the districtwide quality control economic services error rate from one of the highest in the nation (21%) to one of the lowest (3%) in less than two years.
- Received the HRS Secretary's State Merit Award.

**FLORIDA HRS - SERVICE NETWORK MANAGER - 1976 to 1983.**

- Managed eleven supervisors and 106 staff members over a three county area; administered \$12 million budget; executed \$1.5 million contracts; managed Emergency Migrant Programs, AFDC, food stamps, aging and adult services, developmental services, vocational rehabilitation, children, youth and families services.

**ACHIEVEMENTS**

- Established the first (effective) service delivery programs in the most difficult rural area of the district.
- Established collaborative working relationships with migrant advocacy and Hispanic groups, and eliminated monthly customer complaints to the governor's office by 100%.
- Established variable office hours to serve migrant clients.
- Established the most comprehensive staff diversity programs in the district.

**FLORIDA HRS – DEPARTMENT OF COMMUNITY SERVICES - DIVISION OF YOUTH SERVICES -  
1975**

**REGIONAL DIRECTOR**

Based in Tallahassee, managed DYS staff and programs that offered support services to field DYS staff in twenty-two north Florida Counties from Pensacola to Jacksonville. Reason for leaving: HRS was reorganized. During the period of reorganization, I was temporarily assigned to assist Hillsborough County (Tampa) assessing and improving their field staff performances. I was second in charge of the Intake and Probation Departments.

**FLORIDA HRS - DIVISION OF YOUTH SERVICES – 1971 to 1975  
DISTRICT SUPERVISOR**

Managed and supervised court counselors, staff, and juveniles for Monroe County. Held one-on-one and guided group counseling sessions with juveniles placed on probation. Assisted the Department of Family Services with child abuse investigations and juvenile court presentations. Responsible for the health, care and welfare of juveniles detained in the Monroe County Jail; assisted the state division of youth services with the planning and development of the county's first juvenile detention center. Also, assisted the new state detention center superintendent with the planning and administration of the center. Reason for leaving: Promoted.

**MONROE COUNTY JUVENILE COURT - 1968 to 1971  
CHIEF PROBATION OFFICER**

Managed and supervised court counselors, staff, and juveniles for Monroe County. Held one-on-one and guided group counseling sessions with juveniles placed on probation. Assisted the Department of Family services with child abuse investigations and juvenile court presentations. Responsible for the health, care and welfare of juveniles detained in the Monroe County Jail. Reason for leaving: State Department of Health & Rehabilitative Services (HRS) - Division of Youth Services took over county juvenile probation

## **PROFESSIONAL ORGANIZATIONS**

Member, American Academy of Certified Public Manager, 2005 to present; Member, American Society for Public Administrator, 2006 to present; Member, National Association of County/City Administrators and International City Managers Association, 1985 to present; Vice President of the Keys Society of Certified Public Managers, 2005 to 2008; Presently, President of the Keys Society of Certified Public Managers; Keys Defense Alliance Board Member 2004 to 2006; Member, Key West Sunrise Rotary Club 1996-present; Board Member, Key West Sunrise Rotary 2004-2005; Member of the City Chamber of Commerce 2006-07; Take Stock in Children Mentor 2004 to 2007; Cuban American Heritage Charter Member 2000 to present; Chairman of the City's Charter Review Committee, 1998; Member, National Association of Counties Land Use Committee through 1996; Member, Douglas County Emergency Response Council Chairman through 1996; Member, Innovations Group West Operations Committee 1996; Douglas County Emergency Response Council Chairman 1993-1996; Member, Florida Association of Counties Land Use and Growth Management subcommittee 1995; Member, Florida Association of County Aging Executives 1985-1993; Steering committee member, United Way Human Services Needs Assessment 1990-1992; Chairman, Lee County Federal Emergency Management Agency 1989-1992; President, Florida State Association of County Social Services Executives (FACSSE) 1990-1992; Vice-President, FACSSE 1988-1990; Member, FACSSE 1985-1993; Chairman, Lee County Emergency Providers 1989-1991; Chairman, Southwest Florida Homeless Coalition 1989-1990; Board member, Florida Homeless Coalition 1990; Member, National Coalition of Hispanic Health and Human Services Organizations 1990-1993; Member, National Association of County Human Services Administrators 1985-1993; Member, Southwest Florida Hispanic Chamber of Commerce 1990-1993.

## **AWARDS**

- Southernmost Human Services League Humanitarian Award for 2007; Lodging Association President's Award, 2003; Pride Alliance, Inc. President's Leadership Award 1999 for "...leadership and commitment to the goals in diversity and inclusiveness...;" City of Key West Mayor's "Commendation of Honorable Services" 1998; City Commission recognition for "Dedicated and Untiring Work During and after Hurricane Georges, 1998;" Honored by the Honorable Lleana Ros-Lehtinen in the Congressional Record of the 108<sup>th</sup> congress first session for "...outstanding contribution to the Key West Community," on February 24, 2004; Miami-Dade County Office of the Mayor and the Board of County Commissioners and City of Miami Mayor and City Commissioners proclaimed February 24, 2004 as "Julio Arael Day" for his contributions to his community. Southwest Florida Hispanic Chamber "Role Model of the Year" 1993; Kappa Alpha Psi Community Service Award for economic development 1993; Lee County "Humanitarian Award" 1991; National Coalition of Hispanic Health and Human Services Organization Leadership Award 1991; Harvard Fellowship at John F. Kennedy School of Government 1991; Florida (HRS) Merit

Award 1985; Annual Monroe County Distinguished Service Award 1973; Outstanding Young Men of America Award 1973.

#### **PUBLICATION AND OTHER EDUCATIONAL PROGRAMS**

- Contributing writer for a local magazine, *The Breeze*. Articles appearing monthly from 1996 to 1998.
- "Solving Multi-year Budget Problems in a Single Budget Year Cycle," Public Management Magazine, June 1993.
- "Development of an Ambassador Program," Public Management Magazine 2004.
- FEMA Emergency Management Institute NIMS certifications: IS100, 200, 300 400 and 700.
- Florida International University performance measurement program certification, 2000.

#### **OTHER EXPERIENCE**

- Florida State University Public Manager Certification Program volunteer adjunct instructor, 2007.
- Panelist at the Florida City/County Managers' Association conference at Panama City, "Public/Private partnerships in communities," 2006.
- Appointed to the governor's statewide Florida Meritorious Award Committee – 2004
- Take Stock in Children Mentor 2004 to present.
- Keynote address at the American Association of Port Authorities in Miami, January 31, 2000.
- Harvard University Senior Executive 20<sup>th</sup> Anniversary Reunion and Conference presenter, "Can There Be Progress without Conflict," November 1999.
- National Association of Counties presenter, "Establishing effective county agencies contracting programs with the private sector" at the San Antonio, Texas 1990 National Annual Conference.
- Director and host of Point to Point, a local live, weekly television show since 1997.
- Live Radio show interviewee, Bill Becker Show," weekly since 1996.
- Vice-Chairman, Florida H.R.S. Health and Human Services Board; 4,000 employees and \$200 million budget. The board provided direction in the implementation of goals relative to the 1992 HRS Act. The board has accountability and responsibility for all health and human services plans; and for providing the integration of all health and social services programs within the district.
- Florida Keys Community College adjunct instructor, Criminology, 1971.

